

# **U.S. Department Of Energy**

## **Human Capital Management Strategic Plan**

### **FY 2005 Action Plan**

- **Introduction:**

The Department of Energy (DOE) achieved a “green” status score for its accomplishments in implementing the human capital initiative of the President’s Management Agenda (PMA). During FY 2005, DOE will build on the results achieved over the past three years. To accomplish this, the Department’s Chief Human Capital Officer has established a Human Capital Coalition, comprising human capital specialists from across the complex and an executive committee to coordinate the development and implementation of strategies for improving human capital management across DOE. To facilitate this effort, the executive committee has chartered workgroups that are working to develop new and innovative processes, procedures and policies in human capital management.

- **Implementation of a comprehensive Human Capital Plan**

In March 2004, the Department published its Human Capital Management Strategic Plan. This Plan describes the overarching business vision and strategies for ensuring we have a workforce that meets the Department’s scientific, technical, professional, and administrative skill requirements. The companion Action Plan with milestones is being updated to provide a timeline for implementing human capital goals. The Department’s senior leaders will monitor and discuss progress in implementing the action plan at monthly meetings of the Department’s Management Council, which is chaired by the Deputy Secretary and includes the Department’s senior leadership team. This FY 2005 Action Plan amends the HCMSP and provides a roadmap for the significant actions to be completed during FY 2005 in the area of human capital management.

- **Analyzed and optimized existing organizational structures**

The Department has optimized its organizational structure through comprehensive initiatives to eliminate management layers and restructure the Department’s major components. These include restructuring the Department’s National Nuclear Security Administration (NNSA), Office of Energy and Renewable Energy, and Office of Environmental Management (EM). Within NNSA, for example, all

business and administrative support functions from three former operations offices are being consolidated into a single Service Center. This will improve responsiveness and efficiency, while eliminating the need for nearly 200 positions. During FY 2005, DOE will complete ongoing restructuring initiatives, monitor its progress through quarterly reviews of program office workforce plans and conduct leadership reviews by the DOE Management Council. For example, EM will establish a Consolidated Business Center in November 2004 with full operation beginning in June 2005.

- **Succession strategies result in a leadership talent pool and are continuously updated to achieve results**

The Department has implemented several initiatives designed to ensure a continuing pool of qualified candidates capable of assuming leadership roles within DOE. Specific achievements include implementation of the Department's SES Candidate Development Program in FY 2003 and mentoring programs in FY 2003/04/05. DOE has also made significant progress in establishing a knowledge management program that will assist in our succession planning endeavors. Throughout FY 2005, these efforts will continue, including the establishment of a Department-wide knowledge management portal designed to provide a single internet gateway for DOE employee use.

- **Has performance appraisal plans and awards programs for all SES and managers, and more than 60% of the workforce, that effectively: link plan to agency mission, goals and outcomes; differentiate between various levels of performance (i.e., multiple performance levels with at least one summary rating above Fully Successful); hold employees accountable for results appropriate to their level of responsibility.**

Currently, 77 percent of DOE performance appraisal plans are linked to the Department's mission, goals and objectives. This includes 100 percent of all senior executive service and manager performance plans. DOE will continue linking all performance plans to the Department's mission. In addition, the Department will establish a multi-level performance program for all employees by FY 2006, which will make distinctions in levels of performance and provide for commensurate financial recognition.

- **Reduced under-representation, particularly in mission-critical occupations and leadership ranks; established processes to sustain diversity.**

The Department's policies and programs have achieved a substantial reduction in the under-representation of minority groups within DOE, especially in the area of Hispanic employment, where DOE has achieved a measurable improvement since 2001. To help ensure continuous improvement, a workgroup has been established under the Human Capital Coalition to develop policies and practices that will further decrease the under-representation of minorities and women within the DOE workforce in FY 2005.

- **Significantly reduced skill gaps in mission critical occupations and competencies, integrated competitive sourcing and E-Gov solutions into gap reduction strategy.**

Since 2001, DOE has implemented numerous measures that have successfully reduced the gaps between the skills exhibited by employees and those skills required to excel in their jobs. Specifically, DOE has made significant progress in reducing the skills gaps for its most critical mission areas, especially in the areas of the maintenance and disposal of nuclear materials, acquisition and project management. Completion of skills gaps analysis for all mission functions is an essential part of the Department's workforce planning process and will be continually monitored during the quarterly workforce plan review process. During FY 2005, the Department will complete its analysis of critical occupations. The Department will also continue to use competitive sourcing and e-government solutions in its efforts to reduce skills gaps.

- **Has made significant progress and demonstrates continued improvement toward meeting agreed-upon aggressive hiring timeline goals**

The Department has developed a DOE-wide system being used to track milestones and critical actions associated with the hiring process. During the next year, data from this system will be continually monitored, analyzed and appropriately acted upon with the goal of reaching the 45-day target for hiring in FY 2005.

- **Uses outcome measures to make human capital decisions, demonstrate results, make key program and budget decisions, and drive continuous improvement in the agency.**

The Department uses an interactive, web-based, self-assessment process known as the Human Capital Management Improvement Program (HCMIP) to help program offices make decisions on acquiring, retaining, deploying and utilizing human capital. This HCMIP provides a program office level assessment of all 37 questions within the 7 major factors of OPM's Standards of Success. The results of these program office self-assessments, along with the results of surveys such as OPM's Organizational Assessment Survey, continue to be used by the program offices to assess how they can best improve their programs and procedures based on best-in-class activities being conducted by other parts of DOE. Throughout FY 2005, upgrades/updates will be completed to make the system more efficient and better able to meet the projected needs of the Department.

### **Key Quarterly Milestones:**

#### **FY 2004 – Fourth Quarter**

- Complete the FY 2005 Action Plan in support of the DOE Human Capital Management Strategic Plan.
- Integrate the results of the Department's performance measurement system (JOULE) into the FY 2004 appraisal process for DOE's Senior Executive Service personnel.
- Develop an aggressive plan with milestones and target dates to move all DOE employees to a multi-level performance management system.

### **FY 2005 – First Quarter**

- Complete revisions to the DOE Workforce and Succession Planning Guide to develop a consistent approach to workforce planning Department-wide.
- Implement a knowledge management portal to establish a single internet gateway to

corporate mission knowledge for DOE employees.

- Under the 45-day hiring model, establish a baseline for the number of days required from the announcement closure to the job offer.
- Establish a requirement for organizational workforce plans to include identification of critical occupations.

### **FY 2005 – Second Quarter**

- Obtain certification from OPM of DOE SES performance management program.
- Complete enhancements of the Department's Skills Assessment Tool to better enable employees and supervisors to identify and evaluate progress in gaining critical skills.
- Revalidate the needs assessments for the Department's project management, acquisition management, and IT management certification programs.
- Develop action plan, if required, to meet goals of 45 day hiring model and continue monitoring hiring data
- Complete identification of critical skills in the Department of Energy.
- Identify On-line Knowledge Management training courses that may be taken by DOE Personnel

- Complete revisions to the Human Capital Management Information Program (HCMIP), including revisions to the questions and website modifications, to further drive organizational efficiencies and organizational accountability.

### **FY 2005 – Third Quarter**

- Complete transition to the Government-wide e-training system (“Go-Learn”).
- Continue to improve the representation of women and minorities in SES ranks over FY 2002 baseline.
- Continue to improve representation of women, Hispanics and persons with disabilities across the Department compared to the Department’s 2002 baseline.
- Complete identification of critical skills gaps in DOE and initiate efforts for skills gaps reductions
- Identify and list all the known Communities of Practice (CoP) for placement on the DOE Knowledge Management Portal